

# OFFICE OF ADMINISTRATION -- BALANCED SCORECARD 2001

## PERFORMANCE MEASURES, PERFORMANCE TARGETS, AND MANAGEMENT INITIATIVES

FINANCIAL PERSPECTIVE					
OBJECTIVE	MEASURE	OPERATIONAL TARGET	MANAGEMENT INITIATIVES		
			Project	P.O	Due Date
FB1. Implement the Balanced Scorecard	a. Number of Measures providing relevant information	a. Completion of Enterprise-level BSC by 3/30/01	a. Establish Enterprise-Level Implementation Plan	Costlow	5/22/01
		b. Quarterly review dates set by 6/30/01	b. Publicize BSC	Costlow ( <i>Ginny Bitler</i> )	9/30/01
	b. Percentage of Objectives with significant progress	c. Completion of Cadre Training by 9/30/01	c. Develop Cadre Training (BSC for Team Leaders)	Costlow ( <i>Laurie Smith</i> )	9/30/01
			d. Develop BSC Migration Plan	Costlow ( <i>Laurie Smith</i> )	12/25/01
FB2. Improve Financial Accountability	a. Customer Satisfaction Index		a. Provide budget training for all to Team Leader level and budget awareness for all others	Bielan ( <i>Mike Wolfe</i> )	10/01/02
	b. New investment dollars		b. Review cost of operations for the potential of creating investment opportunities	Bielan ( <i>John Harrison</i> )	4/30/02
	b. Expense to Revenue Ratio		c. Develop a process for investment review	Bielan ( <i>Don Frizzell</i> )	7/29/02
			d. Develop a tool for extracting pertinent budget data out of DISCAS at the team leader level	Bielan ( <i>John Harrison</i> )	4/30/02
FB3. Improve Infrastructure Management	a. Customer satisfaction index		a. Develop plan for enterprise-wide outsourcing and insourcing review	Bielan ( <i>Cherylynne Williams/Dallas Woodruff</i> )	1/29/02
	b. Process turnaround time of requests		b. Develop six concept papers for OA Mission Enhancement/Expanded Services	Bielan ( <i>Cherylynne Williams</i> )	12/11/01
	c. Cost to productivity ratio		c. Develop Contract Oversight Training	Bielan ( <i>Terry Butler</i> )	4/25/02

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CUSTOMER PERSPECTIVE					
OBJECTIVE	MEASURE	OPERATIONAL TARGET	MANAGEMENT INITIATIVES		
			Project	P.O	Due Date
C1. Improve overall customer satisfaction	a. Customer Satisfaction b. Hits on web site	a. Design and prototype a web-based request system for M&A by 4/16/02 b. Identify push services for the prototype by 6/18/02 c. Require each team leader to identify a pilot program for a PDA device within their domain by 4/30/02 d. Identify service standards for each service area by 2/19/02	a. Develop Web-based requests for all services	Costlow ( <i>Mike Shincovich</i> )	9/30/02
			b. Push services to the web (Customer Fulfilment without MA-2 Personnel Involvement)	Costlow ( <i>Mike Shincovich</i> )	9/30/02
			c. Pilot a PDA-type device to improve service delivery (in each group)	Bielan/Costlow ( <i>Shincovich</i> )	9/30/02
			d. Publicize OA service standards	Bielan ( <i>Cherylynne Williams</i> )	9/23/02
			e. Demonstrate Value of OA Products and Services	Bielan ( <i>David Wilson</i> )	9/30/02
			f. Develop Customer Satisfaction Index	Bielan ( <i>Cherylynne Williams</i> )	9/25/02
C2. Expand Internal and External Partnerships	a. Customer satisfaction index		a. Develop Partnership Plan	Costlow ( <i>Denise Diggin</i> )	6/12/02
	b. Percent of critical participants (internal and external) in key partner meetings		b. Establish AO awareness/enhancement program	Bielan ( <i>L.avalle Adams</i> )	9/23/02
	c. Number of partner-invested technologies				
	d. Amount of Partner-invested Dollars				

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INTERNAL BUSINESS PROCESS					
OBJECTIVE	MEASURE	OPERATIONAL TARGET	MANAGEMENT INITIATIVES		
			Project	P.O	Due Date
IBP1. Review Internal Processes for Continuous Process Improvement (CPI) or Reengineering Potential to Increase Efficiency and Effectiveness	a. Number of processes reviewed b. Customer satisfaction index c. Resource Savings	a. 10% increase in productivity b. 5% decrease in cost of operations c. 5 processes reviewed	a. Identify Internal Process Candidates for Reengineering based on Performance Criteria b. Identify Internal Process Candidates for Continuous Process Improvement based on Performance Criteria	Bielan ( <i>Tony Carlisi</i> )  Bielan ( <i>Tony Carlisi</i> )	11/15/02  11/15/02

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INTERNAL BUSINESS PROCESS					
IBP2.Improve delivery of services to customers by leveraging Information Technology	a. # of IT solutions/ technical innovations built and implemented	a. Publicize digitizing efforts (5 major efforts) at 3 <sup>rd</sup> quarter conference	a. Leverage IT opportunities	Costlow ( <i>Mike Shincovich</i> )	4/30/03
	b. # of process steps eliminated by leveraging IT	b. Draft scope of work in 1 <sup>st</sup> quarter—define project management framework for initial 5 digitizing projects	b. Identify immediate and significant systems	Costlow ( <i>Al Majors</i> )	9/30/02
		c. Establish criteria for Benchmarking Office (explore and enable) and IT Review	c. Develop Integrated Relational Database Infrastructure	Costlow ( <i>Contractor</i> )	8/19/02
			d. Integrate Relational Database Infrastructure	Costlow ( <i>Contractor</i> )	10/30/02
IBP3. Provide a safe, healthful and environmentally responsible workplace that contributes to a high quality of worklife for all HQ employees	a. Customer Satisfaction Survey		a. Reduce energy consumption to meet E.O. mandate (35% from 1985 base by 2010)	Bielan ( <i>Mike Shincovich</i> )	9/29/10
	a. “Green” formula index (combination of factors that indicates environmentally improved workspace)		b. Replace existing systems with energy-efficient/environmentally responsible systems	Bielan ( <i>Ed Danchik</i> )	7/01/05
	b. \$ saved as a result of workplace improvements (safe, health, environment)				

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LEARNING AND GROWTH PERSPECTIVE					
OBJECTIVE	MEASURE	OPERATIONAL TARGET	MANAGEMENT INITIATIVES		
			Project	P.O	Due Date
L1. Attract, develop and retain a progressively qualified and trained workforce	a. Employee Satisfaction Index		a. Establish Occupational areas with Career Progression	Costlow ( <i>Heidi Fox</i> )	12/17/01
	b. % improvement in attracting and retaining a workforce representative of population		b. Establish and use a process to select personnel for special positions and service levels	Bielan/Costlow ( <i>Heidi Fox</i> )	2/28/02
	c. # of candidates prepared and trained for succession		c. Create an employee replacement plan for potential key retirees (succession management planning)	Bielan/Costlow ( <i>Michele Borum</i> )	2/28/02
	d. # of IDP's completed		d. Develop Employee Satisfaction Index	Bielan/Costlow ( <i>Contractor</i> )	2/28/02
L2. Develop Knowledge Management/Sharing Processes to Establish Consistent Internal Communications with regards to Activities and Programs	a. # of hits on the OA Web site		a. Enable employee involvement in Management staff meetings where appropriate	Costlow (Ralph Freedman)	9/23/02
	b. Employee Satisfaction Index		b. Improve Personal Communication Tool Usage (Voice Mail, E-Mail, Calendaring, Outlook)	Costlow (Ralph Freedman)	9/23/02
	c. # of meetings electronically open		c. Increase Management/Staff visits to GTN	Costlow	9/23/02

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